

KEY CHALLENGES FOR TOP TALENT IN 2025 – ACROSS THE FOUR STAGES

FOURTH QUARTER 2025

Today's rate of change, economic uncertainty, transformation, and the ongoing integration of AI into our daily workflows all combine to create a workplace in flux. The pace of work and hyper-focus on quarter-end results have strained communications, connectedness, and culture; and, talent at every level is facing obstacles old and new.

Here are challenges we see trending in our work across more than 50 companies this year.

PERFORM Early-career professionals — specialists and coordinators ready for growth

- Finding ways to contribute and stand out in the fast-paced, online workplace
- Seeking feedback and career guidance from very busy bosses
- Seeing how their day-to-day activities impact the organization around them

⇒ **PRO-TIP: Invite them to forums that demonstrate the organization's focus and purpose**

MANAGE Managers of people and projects, driving frontline action — with potential to lead other leaders

- Having access to leadership role models and fundamental learnings about people management
- Communicating effectively up, down, and across the organization with confidence and clarity
- Building relationships with peers managing teams along the value chain to drive impact

⇒ **PRO-TIP: Provide them access to peers in similar situations to build confidence and connectedness**

LEAD Leaders of leaders and functions — Directors and VPs positioned for executive leadership

- Balancing pressure to deliver on short-term results with the need to plan and strategize for the long term
- Bringing the right combination of business acumen and institutional insight to influence outcomes
- Engaging with leaders to envision career opportunities where they can grow and succeed

⇒ **PRO-TIP: Involve them in major strategic initiatives for exposure to big ideas and strategic action**

INSPIRE Senior-most leaders transforming your business — maximizing their personal impact

- Navigating the changing landscape of both external drivers and internal shifts
- Engendering an organizational culture that integrates high-performance, innovation, and belonging
- Keeping pace with external forces and scenario planning for change ahead

⇒ **PRO-TIP: Ensure they dedicate time to external networks and learning opportunities to stay current**

PATHBUILDERS programs are designed with content and mentoring methodology tailored to each of the four key career stages. Our interviews with hundreds of Mentees each year allow us to bring rich, relevant, and applicable insights to these unique development experiences.